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**INIEST COMEDY ABOUT
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Clive Barnes
New York Times

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Next Year

**NAY'S BIGGEST COMEDY
HIT OF THE DECADE !"**

—People Magazine

SEATS TODAY 2:30 & 8:30

MORROW 3 & 7:30

TRE/Geary & Mason

673-6440

A.C.T.

Once the equipment is prop-
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The levels of fluoride v
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Bush vows CIA aid against terrorists

By Alan Cline

CIA Director George Bush
pledges continuing help to Ameri-
ca's friends who are combating
terrorists.

"We have a very important
role in furnishing information to
policy makers and friends on the
activities of terrorists. It is almost
our Number 1 priority," Bush said.

In a speech before a large
Commonwealth Club luncheon au-
dience, Bush carefully stayed away
from specifics both in his prepared
text and in a question-answer peri-
od.

He said he was in San Francis-
co to explain how the CIA works
and why it's necessary.

Bush, a former Texas congress-
man, ambassador to the United
Nations and America's first liaison
to Red China, defended the policy
of keeping intelligence budgets
secret from the public, and he
insisted that appropriate congres-
sional committees get that budget-
ary information in infinitesimal
detail.

He complained of "excessive
publicity" about CIA activities.

Asked how to deal with jour-
nalistic CIA exposes, Bush said
some way should be found to
tighten up on security abuses, but
that he opposes official secrets
legislation.

He said "some damage" has
been done through publication of
CIA data because sources at home
and abroad have held back on
information, but the situation was
manageable.

Castro foes held for planting bomb

NEW YORK — Three Cubans
were arrested today planting a pipe
bomb in front of a lower Manhattan
theater to protest a pro-Castro
concert there later today. A police
department spokesman said the
suspects, all aliens living in New
Jersey, were believed to be mem-
bers of Omega 7, a radical anti-
Castro faction.

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MICHAEL J. BRASSINGTON
Associate Executive Director

COMMONWEALTH CLUB OF CALIFORNIA

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The Commonwealth

JULY 19, 1976 • VOL. LXX • NO. 29

OFFICIAL JOURNAL
THE COMMONWEALTH CLUB
OF CALIFORNIA
SAN FRANCISCO, CA 94105

FRIDAY, JULY 23rd, 12 NOON GRAND BALLROOM, SHERATON-PALACE HOTEL

The Honorable GEORGE BUSH

Director, Central Intelligence Agency

"THE CIA AND THE INTELLIGENCE COMMUNITY"

A great deal has been written about the CIA and most of the articles are not necessarily in a sympathetic vein. Possibly one of the most significant statements regarding the agency is: "There are still sensitive, progressive men in the CIA, but they are becoming scarcer by the moment. The agency is widely regarded on college campuses as the principal symbol of all that is wrong with our nation. That is a tragedy for America and its foreign policy."

Special Advance Tickets \$8.00—Call Club Office, 362-4903, for reservations. All unpaid reservations will be cancelled Wednesday, July 21st, at 5 p.m. No unpaid reservations will be taken to the door.

THERE WILL BE NO STANDING ROOM.

NOTE: NAMES OF GUESTS REQUIRED.

EUGENE M. HERSON, Quarterly Chairman

LUNDBORG CALLS FOR MORE BUSINESS INVOLVEMENT IN U.S. NATIONAL POLICY

FRIDAY FLASHES — JULY 9th

From Address by

LOUIS B. LUNDBORG

Chairman of the Board, Retired, Bank of America

"Within the past two weeks, two events have taken place that had no apparent relation to each other; and yet taken together they can have very great meaning and significance to all of us. Two weeks ago, here in this room, you made the annual presentation of literature awards—awards to writers for excellence in each of the several major fields of writing. Then at the beginning of this week came our Fourth of July, that formally symbolized our bicentennial. Why do I mention these two events in the same breath? Because they are more related than might appear on the surface.

Irving Stone, when he addressed you here two weeks ago, made a claim for the importance of books that I know some of you might dispute. But there can be little dispute as to the part that writing of all kinds has played, not only in our own revolution, but in the other major revolutions and major political eruptions throughout history. Both the written and the spoken word have played their part but even the spoken word was given its greatest impact as it was recorded and passed along. We find the power of the written word most dramatically demonstrated after the invention of the printing press made it possible for that word to reach into every corner of a country and to be debated and preserved. In the French Revolution the writings of Rousseau and Voltaire helped to prepare the

(Continued on next page)

"Profits"—Symbol of Chasm Between Public & Business

LUNDBORG (Continued from preceding page)

minds of the French people for revolt. Even another field of writing—the opera—played a potent part. 'The Marriage of Figaro' by Beaumarchais, performed in Paris in 1784, was witty and entertaining but it was a biting indictment of the French monarchy.

Power of the Word

There is little doubt but that the writings of Tom Paine helped to crystallize the thinking of the American colonists that it was time to overthrow the oppressive rule of George the Third, just as Harriet Beecher Stowe's "Uncle Tom's Cabin" rallied and crystallized the determination of the northern states to abolish slavery.

In modern times, the writings of Marx, Lenin, Trotsky and even Tolstoy paved the way for the Russian Revolution just as the writings of Hitler and Mussolini became the rationale for their moves to seize power.

In the area of peaceful political change, the political program that we call the New Deal certainly changed the character of American life and as far ahead as we can see, changed it forever. But what may not be so clear is that the New Deal was not born full grown in 1933. Its seeds were planted, even before the turn of the century, in the writings of Ida Tarbell and Lincoln Steffens and in the later novels of Frank Norris, Theodore Dreiser, Upton

Sinclair and Sinclair Lewis. Even after it was launched as the New Deal, it was further shaped and influenced by the writings of John Steinbeck.

There were two things at least that made our American Revolution different from most of the others.

Revolutionary Fervor

The first difference was that in our American Revolution the writings of thoughtful people, people of influence, did not stop with the overthrow of the existing government. Typically in so many other revolutions, intellectuals set the stage, rallied the revolutionary fervor and fever of the people, but then when the revolution had been successful, direct actionists took over as they did in France and as they did in Russia. Those who might have given thoughtful, philosophical guidance and content to the shaping up of what followed the revolution were pushed into the shadows. In our revolution the thinking and the thoughtful writing went on long after the revolt to help shape the structure, content and spirit of the government itself.

The second difference was that in the other major revolutions, most of the writings came from men who either were professional writers or were professional seekers after political power. Here, while it is true that Thomas Paine was a professional writer and pamphleteer, most of

(Continued on next page)

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BOARD ANNOUNCES CLUB APPOINTMENTS

The Club's Board of Governors has recently announced three appointments to major Club offices: David J. McDaniel, Vice President; E. Keith Larson, Chairman, Executive Committee; and, John R. Shuman, Board of Governors (terms ending December 31st, 1976).

A member of the Club since 1936, McDaniel has had an active role in Club activities. He was appointed Chairman of the Club's Section on National Defense; Quarterly Chairman of the Club's Friday luncheons; member of the Literature Award Jury since 1970; Chairman of the Research Committee in 1975; and a member of the Club Board of Governors since 1974. Prior to his appointment as Vice President, McDaniel was serving as Chairman of the Club's Executive Committee.



DAVID J. MCDANIEL

Mr. McDaniel is the senior general attorney for the Western Area of the U.S. Steel Corporation.

E. Keith Larson joined the Club in 1959 and was appointed to the Board of Governors and Executive Committee in 1975. He served a two-year term as Club Treasurer, 1973-1974. He was appointed Co-Chairman of the 1974 Advisory Committee for Pension Program and Club Investments.



E. KEITH LARSON

A certified public accountant by profession, Larson joined the firm of Price Waterhouse and Company in 1955 and was admitted to partnership in 1967.

John R. Shuman joined the Club in 1960. He was the Chairman of the 1975 Advisory Committee for Retirement Program and Club Investments and was appointed to a term as Quarterly Chairman, presiding over the Club luncheon meetings.



JOHN R. SHUMAN

Since 1957, he has been associated with Shuman, Agnew and Company in San Francisco. He serves in several capacities within the company including Vice President and Director and Manager of the Investment Advisory Department.

WHERE IS THE GREAT DEBATE?

LUNDBORG (Continued from preceding page)
the others who contributed to the thinking and shaping of our national beginnings were men of affairs; they were farmers, merchants, lawyers, who just happened also to be scholars and used their powers of scholarship and letters to provide one of the most remarkable philosophical foundations that any society and its government have ever had.

Now we find ourselves in a year that is both a bicentennial year and a national election year. This should be a truly historic year. There are forces at work in the world such that, if historians are able to look back a thousand years from now, I think they will see the period in which we are living as one of the major landmark or turning-point periods in history. So in this combination bicentennial and election year we should expect to be witnessing the Great Debate on the issues of the day. But where is it? Certainly not coming from the candidates. We might hope that after the party conventions of the next few weeks the emerging nominees would begin to debate and discuss issues and principles and policies on a level worthy of the office. But there are signs that even then, in the final heat of the race, it may continue to be just a pop-

(Continued on next page)

"It Is in Society's Interest to Have Corporate Executives Involved in Public Dialogue"

LUNDBORG (Continued from preceding page)

ularity contest, a beauty contest that has shifted from Atlantic City to the living-room TV screen. Imagine the fate of the western world resting on the question of which candidate has the most charisma'

Candidates We Deserve

In any case, it is not my purpose here today to scold, berate or to bemoan our candidates. It has been my observation that throughout history we have seen the kind of candidates that we have deserved, by the quality of our own involvement in the process. If we have colorless, unexciting candidates who do not seem to stand out as the kind of leaders we would like to admire and follow, it is because our involvement in the political process has been half-hearted and colorless. Whether measured by the numbers of eligible voters who turn out to vote, or by the amount of active door-bell-ringing precinct work or almost any other index except one, we have gone steadily downhill.

Exception to the Rule

The one exception is money. We often criticize bureaucrats and others who, as we say, try to solve social problems by throwing money at them; and yet that is just what most of us have been doing with our priceless heritage of the franchise, the right to vote. We just throw money at it. What has been the principal ingredient of the legislative proposals for election reform since Watergate? Control over money spending. And that is about all that has been at issue, when elections have been contests not between flesh-and-blood people expressing beliefs and convictions, but between media campaigns.

The reversal of this whole trend is a large and many-faceted undertaking, therefore, I want to address myself today to just one segment of the solution.

Henry Cabot Lodge once said, 'The businessman dealing with a large political question is really a painful sight.' But it need not always be that way. At the founding of our country and through the shaping of our basic structure, men of business played a dominant role. At times, it is

true, some of those men tried to influence the action in ways that would have given excessive protection to wealth and property over considerations of personal liberties and human rights; but when they did, it was other businessmen who led the counter pressures.

For more than a century after that, corporate and other business leaders remained active in politics.

Abandoned Issues

The businessman might back a candidate for office or try to defeat a piece of legislation, however, the issues involving the quest for effective political philosophies, the search for social justice, the pursuit of the common good, the ever constant hunt for broadly effective government had largely been abandoned.

Since the 1930s, businessmen have not even been so actively involved. The heavy attacks and tongue-lashings by Franklin D. Roosevelt sent many of them under cover. It became popular to say that it was the kiss of death for a candidate to be openly endorsed by leaders of business.

When businessmen finally decided to return, some took the money route and few took the route of personal involvement.

Late to Act

Meanwhile, businessmen and women continue to express themselves on legislation; but usually to little effect. They have joined in too late or they have come in on the wrong part of the issue.

For example, employers were not much in evidence in the long years when the status of women and of racial minorities was being discussed as a social and economic problem. Yet when the Equal Opportunity Employment Act was proposed, and when regulations later were issued to enforce it, then employers were vocal.

Air and water pollution had been posing some real hazards to human health, as well as to quality of life generally, for years before anything was done about it. Again, business was silent until the Environmental Protection Act was proposed and enacted.

(Continued on next page)

"Businessmen Weep Because Nobody Loves Them!"

LUNDBORG (Continued from preceding page)

There were new kinds of hazards growing in industry with very little discussion by employers until OSHA was proposed. Now we hear all kinds of weeping about the difficulties of compliance.

In the matter of cities, some real sins have been committed in the name of so-called Urban Renewal. I do not fault my business friends for blowing the whistle on much of the wastefulness and ineffectiveness of many of those programs; but the blight of the cities had been growing and festering for years without much evidence that business was really concerned about the problem at all, let alone about the human aspects of it.

Businessmen agonize and wring their hands over what they call economic illiteracy. They ask 'Why don't they teach economics the way it ought to be taught?' 'Why don't they teach the meaning of profits?'

Disenchantment with Business

What they are really bemoaning is that nobody seems to love them. The polls show a growing disenchantment with business in virtually every segment of the public. 'Profits' seems to be the word that both sides use to symbolize the chasm between them.

I suspect, however, that both sides miss the point of what it really is that is separating the public and business. It is not profits as such; it is the feeling that business does not care about anything but profits; that business has no care or concern for any of the problems that loom so large in other people's minds. It is not an entirely fair accusation, but it is understandable. If your friend talks about nothing but baseball, could you be blamed for thinking that was all he ever had on his mind? If businessmen never talk about anything but business, or if when they do speak of minority employment, air pollution or poverty, speak of it only in the language of a CPA analyzing a corporate balance sheet, who is to know that they are aware that somewhere, behind those statistical problems that he discusses in such coldly mechanical terms, is a human being with human emotions, struggling with the fruits of human frustration?

If our businessman would stop talking like a computer printout or a page from the corporate annual report, other people would stop thinking he had a cash register for a heart.

The reason he talks that way, I suspect, is two-fold. In part it is because the pressures of managing a business in today's complex world are so great that he has let his life become so preoccupied and dominated by business considerations that it is the only language he ever hears. That is only part of the reason.

Corporate Macho Image

The other is that there has developed a sort of corporate macho image. It says in effect, that any showing of tenderness or compassion is a weakness. The ultimate expression of this ritual has been that the businessman who spoke out for policies and programs of concern was labeled a 'bleeding heart.'

Of course, this is utter nonsense. Only the very strong are genuinely tender and compassionate. I am glad to see signs that this is being recognized in some of the corporate programs that have developed out of the recent focus on corporate social responsibility.

You will note that I do not say that the business leader's attitude or input into the dialogue should prevail or dominate; nor do I see any chance that it would, unless all the other players in the game suddenly decided to abdicate and forfeit the game. Business and professional leaders should gain only as much power as they earn by their own exercise of persuasion and leadership.

Powerful Legislation

And so it was that in the early days of our democracy that every issue was debated and decisions hammered out after every shade of opposition was fully expressed. Lately we have had some sweeping pieces of legislation adopted without even the members of Congress reading them, let alone the citizens affected by them. That is not the way to preserve a free society.

There is a plain and simple reason why it is in society's interest to get the corporate executive involved in the dialogue concerning our country's direction:

(Continued on next page)

Quality of Life: "Guiding Goal for National Policy"

LUNDBORG (Continued from preceding page)
not only is the business corporation the productive engine that now supplies the American population with most of all the things it consumes and uses in its daily life; but it also supplies most of the jobs. American life today is at least heavily influenced, if not dominated, by the existence and operation of the business corporation.

Great Debate

The people who direct those characteristic American institutions at least can be in a position to supply something that is needed in the Great Debate that must come. Each one learns something about the stream of human effort as well as the stream of physical material that flows through his plant. That knowledge should be shared with the knowledge and attitudes of those who view the human scene through other kinds of glasses.

I said at the outset that it is not too late. It is late, but it is never too late if our leaders of business will recognize this as one of their major management responsibilities, to which they should budget and allocate an adequate amount of time.

I am suggesting that businessmen and women become personally involved first of all, whenever possible, directly and face-to-face in those councils where the issues are being discussed; and secondly, in public expressions that come directly from themselves, not from a speech writer who puts new words in his boss' mouth. Our leaders of business should do it because it is right, because they have something to offer and something to gain.

Break the Silence

Because our men of business have remained so long silent on matters of political philosophy, there is a real danger that if they now begin to break that silence, they will again seem only defensive and querulous. It is a danger, yes; but like many dangers in life, not a reason for doing nothing. It is a danger that should be a warning to them not to be merely defensive or querulous, but to show some concern for the problems, purposes and aspirations of others.

And of course, the real need involves

not just businessmen or public officials but all of us. We all need to face the fact that we need to sharpen and re-focus our sense of values, especially on some of the non-material values. There needs to be much broader consensus on quality of life as the guiding goal of national policy, in which production and consumption of things may be important but secondary.

As a banker I would hardly be the one to blow the whistle on material comforts or material progress. But our country was not founded on purely economic or purely material goals. They were part of it, to be sure. The people who fled from poverty in Europe did see a land of economic opportunity here, but most of them fled from something else, too, that is, from oppression and threats to their liberties. They saw here an opportunity to live full lives, to grow spiritually as well as materially. The essence of that is implicit in every line of our founding documents—the Declaration and the Constitution. If that were not so, we would never have had the solid foundation we have nor the history that has been built on it.

Difficulty for Democracy

Mathew Arnold, more than a century ago, wrote something that is as true today as it was when he wrote it. He said: "The difficulty for democracy is, how to find and keep high ideals. Nations are not truly great solely because the individuals composing them are numerous, free, and active; but they are great when these numbers, this freedom, and this activity are employed in the service of an ideal higher than that of an ordinary man, taken by himself." (JMR)

Answers to Written Questions from Floor:

Q: Does TV cult now override importance of both written and spoken word? A: Yes. There is a tendency to oversimplify and skim the top. This is one of our current problems—the way to combat it is for people to involve themselves on a deeper level.

Q: Where find proper media when mass media, TV, radio and newspapers are so shallow in matter of government and economics? A: There are still many forums—look at this community during 1976: literally hundreds of gatherings such as those sponsored by American Issues Forum.

Q: How you account for great growth of communistic, socialistic and related governments while our democratic form of gov-

(Continued on next page)

FUTURE WITHOUT SHOCK

LUNDBORG (Continued from preceding page)

ernment fails to expand? A: Default: too many failed to exercise our own franchise by not becoming involved. We have a lack of discipline for not paying for what we get. It's lack of discipline and default.

Q: If U.S. relaxes on education and aggressive business policies, where will we be in competitive world in another 25 years or more? A: We are now entering a period where we realize we do have a limited supply of raw materials. There is going to be a new kind of competition and scramble that calls for a new kind of relationship between the people, nations and industries of the world. There must be responsibility in use of raw materials.

Q: Business held in low repute among substantial segment of voters and public. Can spoken word be used to overcome this? How? A: Yes it can be used to overcome it when spoken word reflects a true concern and is an expression of real involvement in the problems and is not just a bandying about of words. Cosmetic use of spoken word will not restore business to level of esteem it has had in our history. Words alone won't do it. Must express a real concern and active involvement.

Q: Your opinion of current terrorists or revolutionaries trying to force change by destroying property? A: Do not give in to them—giving in to all forms of blackmail is folly. No one should be bullied into silence.

Q: Your advice to young man entering banking world hoping to rise to position of great importance? A: No easy answer. Three things: do your own job superbly well; learn your boss' job; learn the goals and purposes of the entire business to help organization meet its goals. One ingredient is energy well directed—always moving toward the goal. Management should leave a considerable amount of time available on public service, public relations etc. All time should not be spent on money making activities.

Q: Can there be a future without shock?
A: Be prepared so you won't be shocked.
(MJB)

APPLICATIONS FOR MEMBERSHIP

If no objections are filed with the Secretary prior to July 30, 1976, following applicants will stand elected:

BISHOP, DR. K. V., educator, writer, University of San Francisco, Daly City, Ca. Proposed by Teresa Drake.

CHISHOLM, AUDREY, registered nurse, St. Mary's Hospital and Medical Center, S.F. Proposed by Membership Committee.

DAVIS, BETSY, stockbroker, Sutro & Co., Inc., S.F. Proposed by Katy Schlendorf.

HANNA, MARK J., city engineer, City of Alameda, Alameda, Ca. Proposed by Charles T. Travers.

HART, D. M. JR., law student, University of Santa Clara, Bakersfield, Ca. Proposed by Donald M. Hart.

KEYTE, ALLEN LESLIE, news service director and financial consultant, International Ltd., United Kingdom. Proposed by Durward S. Riggs.

LEDBETTER, DAVID O., law clerk, law student, Robert L. Moran, S.F. Proposed by Stephen Bradbury.

MacMILLAN, RONALD A., retired from U.S. Gov't, San Rafael, Ca. Proposed by Virgil S. Hollis.

McCALEB, CHARLES S., tech writer, Lawrence Livermore Laboratory, San Jose, Ca. Proposed by Jerry Kolden.

MOSTYN, CHARLES R., teacher, Foothill Community College Dist., Mountain View, Ca. Proposed by Vernon R. Johnson.

O'SHEA, BARBARA, housewife, S.F. Proposed by M. Lester O'Shea.

RUBIN, RICHARD A., lawyer, Corte Madera, Ca. Proposed by Virgil S. Hollis.

STAFFORD, ELIZABETH, housewife, Sausalito, Ca. Proposed by Robert M. Stafford.

THIEBAUT, JULEANNE, recent Cal graduate, Campbell, Ca. Proposed by Sarah Wolfe.

WACHT, DR. RICHARD L., physician, Berkeley, Ca. Proposed by Russell C. Horstmann.

WARD, MARY JO, teacher, Larkspur School District, Mill Valley, Ca. Proposed by John J. McCarthy.

July 12, 1976 RICHARD H. PETERSON, Secretary

IN MEMORIAM

MURRAY PUTNAM

Joined the Club September 25, 1964

Died June 26, 1976

STUDY SECTION LUNCHEONS

Club members and their guests may attend any of these luncheons by phoning their reservations to the Club Office (362-4903) by 12:00 noon the day prior to the luncheon. All Section Meetings are off-the-record.

Tuesday, July 20th

INTERMEDIATE FRENCH CLASS—Instructor Julian Wolfsohn. "Le Français Accéléré." CONFERENCE ROOM, CLUB OFFICE, 681 Market Street, S.F.

ADVANCE SPANISH CLASS—Instructor E. L. Bledsoe. "La Rana Viajera." PG&E, RM. 304, 77 Beale Street, S.F.

Thursday, July 22nd

BEGINNING FRENCH CLASS—Instructor Julian Wolfsohn. "Le Français Accéléré." CONFERENCE ROOM, CLUB OFFICE, 681 Market Street, S.F.

NOTE: If the Club Office has not received your luncheon reservation 24 hours prior to the meeting, we will be unable to guarantee your reservation.

Only Four Vacancies — Sign Up Today!

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November 1, 1976

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